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This study was undertaken to determine the type of administration needed for junior colleges and the cost per student for administrative services. Presents conclusions and recommendations.

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ADMINISTRATIVE STAFFING NEEDS OF PUBLIC JUNIOR COLLEGES

by

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Undoubtedly the public junior college has become a permanent step on the American ladder of education. From an unpretentious beginning at the turn of the century, these public institutions now account for some 90.0 per cent of all junior college students. With current enrollments at approximately 900,000 students, many believe 2,000,000 to be a conservative prediction for the period following 1970.

From this tremendous growth has arisen the problem of determining adequate administrative staffs for the institutions which either develop increasing student bodies or plan beginning operations with a predetermined number of students. Accordingly, the present study was conducted within the framework of practicality around the four-fold purpose of determining administrative trends in all regionally accredited junior colleges, of determining the type of administration needed according to full-time student equivalents, of determining the cost per student for administrative services, and to establish certain recommendations for administrative teams as based on size of enrollment.

Information is based on returns from inquiries sent to 188 accredited public junior colleges throughout the United States. Based on 1957-1958

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operations, the questionnaire called for the name of each of their administrative positions and the time devoted to administrative duties, their current day and night enrollment, projected enrollment over the next decade, population in the area served by the institution, total educational and administrative expenses, a listing of major administrative problems, an administrative diagram, and a personal evaluation of the administrative structure within their institution. In addition to these presidents, twenty men of note in the junior college field were asked to give personal reflections to these problems. All data were analyzed according to enrollment brackets. These were broken into 0-299, 300-599, 600-899, 900-1199, 1200-2999, and above 3000 students. Some correlation was found between the size of the junior college district and current enrollment. The median district population of those in the smallest interval was 32,000; 48,000 for colleges between 300 and 599; and 70,000 for the 600-899 interval. Colleges of between 900 and 1199 were found in districts with a median of 100,000 people; those at 1200-2999 in areas of 105,000, and those of above 3000 were found in metropolitan areas of above 175,000 people.

The data in Table I indicate that junior colleges predict substantial increases for themselves through 1970. Twenty of the smallest schools expect a median increase of 53.0 per cent for the next calendar year and up to 143.9 per cent median growth by 1970. Growth is similarly indicated for those in each higher enrollment bracket. The eight largest reporting institutions expect median increases from 18.1 per cent in 1960-1961 to 62.1 per cent by 1970.

Administrative units according to enrollment are reported in the data of Table II. State and regional medians were individually computed in arriving at the national figures. National figures reveal a slow but steady

TABLE I

PERCENTAGE OF ENROLLMENT INCREASE [illegible] PUBLIC AND PRIVATE JUNIOR COLLEGES FOR 1960-1970

Year	Current Enrollment, 1957-1958											
	0-299		300-599		600-899		900-1199		1200-3000		3000-Above	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
1960												
Number	20	42	32	21	9	2	10	2	20	--	8	--
Median	53.0	32.0	23.1	20.2	38.6	--	22.3	--	33.2	--	18.2	--
Range	7.4-376.1	0-122.2	5.7-167.8	0-38.6	3.5-67.7	9.5-36.7	3.1-95.9	3.9-37.4a	4.7-77.1	--	2.9-43.4	--
1965												
Number	19	43	32	19	9	2	9	1	20	--	3	--
Median	95.5	67.4	60.6	47.0	91.4	--	66.1	3.9a	37.3	--	47.9	--
Range	23.9-519.0	3.0-175.8	16.2-263.0	2.3-109.6	35.7-253.6	16.3-32.3	24.4-155.5	--	4.3.5-190.3	--	13.5-36.7	--
1970												
Number	19	41	30	19	9	2	3	1	20	--	7	--
Median	143.9	100.0	106.0	35.1	150.0	--	31.2	32.0a	1[illegible]	--	62.1	--
Range	40.0-674.1	3.0-293.0	26.7-643.5	2.3-147.6	71.4-650.7	45.9-135.5	30.7-[illegible]	--	[illegible]-349.0	--	29.4-157.5	--

aRepresents information from the same college.

TABLE II

MEDIAN FULL-TIME ADMINISTRATIVE STAFF AND ENROLLMENT IN PUBLIC JUNIOR COLLEGES IN THE UNITED STATES, 1957-1958

State	0-299 Enroll-ment	0-299 Adm. Equiv.	300-599 Enroll-ment	300-599 Adm. Equiv.	600-899 Enroll-ment	600-899 Adm. Equiv.	900-1199 Enroll-ment	900-1199 Adm. Equiv.	1200-2999 Enroll-ment	1200-2999 Adm. Equiv.	3000-Above Enroll-ment	3000-Above Adm. Equiv.
Southern												
Florida	132.0	4.0	326.0	6.3	626.0	5.2	--	--	1376.0	8.2	--	--
Georgia	172.5	3.8	--	--	--	--	1186.0	4.3	--	--	--	--
Mississippi	237.5	5.1	433.0	4.3	660.0	4.7	--	--	--	--	--	--
N. Carolina	214.0	4.2	410.5	4.6	--	--	--	--	--	--	--	--
Texas	226.0	2.0	473.5	3.9	771.0	3.7	1159.5	5.4	1219.0	7.0	3496.0	6.0[a]
Regional Median	214.0	4.0	425.3	4.5	660.0	4.7	1173.3	5.1	1435.0	7.6	3496.0	6.0
New England-Middle States												
New Jersey	--	--	550.0	6.5[a]	--	--	--	--	--	--	--	--
Regional Median	--	--	550.0	6.5	--	--	--	--	--	--	--	--
North Central												
Colorado	--	--	596.0	7.7[a]	--	--	1047.0	10.5[a]	--	--	--	--
Illinois	235.0	3.3[a]	--	--	--	--	--	--	--	--	--	--
Iowa	--	--	--	--	--	--	909.0	4.3	2612.0	2.0[a]	--	--
Kansas	--	--	--	--	--	--	--	--	2326.0	3.7[a]	--	--
Michigan	142.0	1.4[a]	--	--	749.0	5.0[a]	1132.0	4.0[a]	--	--	--	--
Minnesota	--	--	360.0	4.7[a]	650.0	4.0[a]	--	--	--	--	--	--
Missouri	--	--	535.0	3.7[a]	--	--	--	--	--	--	--	--
New Mexico	--	--	--	--	700.0	--	--	--	--	--	--	--
Oklahoma	--	--	467.0	3.3[a]	--	--	--	--	--	--	--	--
Regional Median	213.0	2.3	526.0	6.2	700.0	5.0	1047.0	6.0	2469.0	2.3	--	--

TABLE II (Continued)

State	** 0-299		300-599		600-899		900-1199		1200-2999		3000-Above	
	Enroll-ment	Adm. Equiv.	Enroll-ment	Adm. Equiv.	Enroll-ment	Adm. Equiv.	Enroll-ment	Adm. Equiv.	Enroll-ment	Adm. Equiv.	Enroll-ment	Adm. Equiv.
Northwest-Western												
California	201.0	2.5[a]	530.0	4.4[a]	600.0	6.2[a]	1131.0	7.3	2124.0	9.2	6023.0	9.3
Idaho	--	--	340.0	5.6[a]	--	--	--	--	2567.0	3.0[a]	--	--
Utah	--	--	--	--	--	--	--	--	1365.0	10.5[a]	--	--
Washington	--	--	504.0	5.7[a]	--	--	1174.0	5.0[a]	1254.0	9.3[a]	--	--
Regional Median	201.0	2.5	504.0	5.6	600.0	6.2	1152.0	6.1	1994.0	9.3	6023.0	9.3
National Median	203.5	3.5	472.7	5.1	660.6	5.0	1132.0	5.4	1994.0	8.1	4762.0	8.5

[a]Represents information from one institution.

increase in the number of administrative units as enrollments rise. It is apparent that most of the smallest institutinns believe some combination of administrative positions for a total of three and one-half full-time units should be a minimum for efficient operation. As a junior college reached the 300 student mark, one and one-half units were added to the administrative staff. For most schools, this appeared sufficient for enrollments up to 900. Above this, 5.4 administrative units were indicated to a point of 1200 students at which a jump to 8.1 positions were needed. For those of above 3000 scholastics, 8.5 administrators were found on the national median.

In those colleges of less than 300 students, two patterns of organization are found dominant in forming the 3.5 administrative total. A president, business manager and dean on full-time administrative duty with the registrar on a part-time basis is perhaps the more popular method. The second pattern is the president, business manager, and the dean-registrar combination at full status. The additional part-time unit is delegated to either the librarian or director of guidance.

The major pattern found within the 300-599 interval is 5.1 units, including the president, business manager, dean and registrar with 100.0 per cent administrative duty. The fifth position was split almost equally between the librarian and director of adult education. While basically the same number of administrative units were found in the 600-899 area, a considerable shift in duties and positions was noted. The typical team included a president, registrar, dean of women, director of adult education, and business manager.

Junior colleges of between 900 and 1199 students indicate 5.4 full-time administrators. Agreement was high around a president, librarian, registrar, and director of adult education. The fifth position was equally divided between the business manager and academic dean and the part-time

sixth position split between the dean of women and director of public relations. In the colleges between 1200 and 2999 students, an increase to 8.1 units is noted. The major pattern includes the president, director of adult education, dean, business manager, registrar, dean of women, librarian, and dean of students. Those largest institutions of above 3000 students cite an 8.5 team, adding either a dean of men or director of guidance on a part-time basis to the team found in the 1200-2999 bracket.

Costs of administration in public junior colleges is found in the data of Table III. Analysis is made of state, regional, and national medians from which significant observations are apparent. A definite dollar reduction may be seen in per student administrative costs up to a point of approximately 1200 students. After a slight rise in costs between the first and second intervals, this same reduction is also evident in the percentage that administration is of the total educational cost. Beyond this point of 1200, there appears to be a gradual increase in both figures, but a decline again with enrollments of above 3000 students. It is evident that it is at this point of 1200 at which most public junior colleges begin substantial expansions in their administrative services.

From data presented, certain definite conclusions regarding administrative and cost structure are apparent. Among these are that:

1. A proposed public junior college should not be located in a population area of less than 30,000 people. Growth tends to follow closely the population characteristics of the area.
2. Preparation must be made in almost every institution for administrative and financial expansion of services in anticipation of growth needs.
3. First administrative expansion, depending on local needs, should come between 300 and 450 students, with additional increases at 600, 900,

TABLE III

MEDIAN PER STUDENT ADMINISTRATIVE EXPENSES OF PUBLIC JUNIOR COLLEGES IN THE UNITED STATES

States	0-299 Adm. Exp.	0-299 Per cent of Total	300-599 Adm. Exp.	300-599 Per cent of Total	600-899 Adm. Exp.	600-899 Per cent of Total	900-1199 Adm. Exp.	900-1199 Per cent of Total	1200-2999 Adm. Exp.	1200-2999 Per cent of Total	3000-above Adm. Exp.	3000-above Per cent of Total
Southern												
Florida	$724.59	64.3	$52.30	9.0	$72.40	22.0	--	--	$236.00[a]	51.7	--	--
Georgia	122.93	26.1	--	---	--	--	$102.44	40.0	--	--	--	--
Mississippi	83.81	14.2	85.77	21.2	60.59	16.5	--	--	--	--	--	--
N. Carolina	102.04	28.6	112.62	32.6	--	--	--	--	--	--	--	--
Texas	77.39	16.1	107.57	20.4	59.41	8.6	87.69	14.0	87.69	15.6	$47.97	9.7
Reg. Median	102.04	26.1	96.72	20.3	60.59	16.5	95.07	27.0	161.34	33.7	47.97	9.7
Northwestern-Western												
California	74.62[a]	9.1	--	--	41.50[a]	11.6	19.33	4.1	33.06	3.6	20.40	3.1
Idaho	117.03[a]	21.0	--	--	--	--	--	--	30.33[a]	12.0	--	--
Utah	--	--	--	--	--	--	--	--	41.44[a]	7.0	--	--
Washington	93.75[a]	16.4	--	--	--	--	28.64	6.5	--	--	--	--
Reg. Median	93.75	16.4	--	--	41.50	11.6	24.24	5.3	33.06		20.40	3.1
North Central												
Colorado	--	---	318.79[a]	59.3	--	--	50.33[a]	9.6	--	--	--	--
Iowa	--	--	--	--	--	--	26.01[a]	21.0	100.14	13.0	--	--
Michigan	55.58	9.0	--	--	67.62[a]	14.4	--	--	--	--	--	--
Minnesota	--	--	83.33[a]	13.3	61.53[a]	26.6	--	--	--	--	--	--
Missouri	--	--	34.22[a]	10.3	--	--	--	--	--	--	--	--
New Mexico	--	--	--	--	201.50	22.2	--	--	--	--	--	--
Oklahoma	--	--	117.13	22.6	--	--	--	--	--	--	--	--
Reg. Median	55.58	9.0	100.23	14.3	67.62	22.2	38.45	15.3	100.14	13.0	--	--
New England-Middle States												
New Jersey	--	--	90.90[a]	--	--	--	--	--	--	--	--	--
National Median	93.75	16.14	90.90	21.2	61.53	16.5	39.31	11.3	64.57	12.5	34.19	3.9

[a]Indicates information from only one institution.

and 1200. The beginning team should consist of a president, business manager, and dean-registrar combination. The first addition should be a dean of students. The dean-registrar should be separated at about 600 students and the dean of women and director of adult education added at approximately 900 students.

4. Depending on the region, the percentage of per-student administrative expenses may rise slightly between junior colleges just opening and those of approximately 300 students. Beyond that point, there should be a steady decline. At 3000 students, this figure should not be more than 50.0 per cent of the beginning percentage.